



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

October 16, 2008

To: All Department Heads

From: William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE B. BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

EXCELLENCE IN PERFORMANCE MANAGEMENT

The County's Learning Academy recently concluded their first course on performance management (*Performance-Based Management Class: Strategic and Operational Uses of Performance Management*). The class included 28 participants from several County departments and focused on management use of performance metrics to drive operational improvements and achieve strategic objectives, including process improvement, reduced cost, and enhanced customer service. This course has helped to highlight the critical importance of developing and tracking relevant performance data in order to: 1) better understand and, accordingly, impact our services and operations, and 2) to demonstrate accountability for results and outcomes to the customers we serve.

As part of the course, participants were tasked with developing and implementing a project using performance management principles to support operational and/or strategic improvements within their department. The quality and value of the resulting projects are truly commendable. Each participant completed a project directly related to the operational needs of their department, focusing on reducing costs, improving results, or increasing customer satisfaction.

We commend all the participants in this course, as well as the Learning Academy for promoting the principles of performance management. To further these efforts, we will be including a special CEO award category in the annual Productivity and Quality Award (PQA) program for excellence in performance management. Eligible projects may emanate from subsequent performance management courses offered by the Academy, or efforts County staff develop on their own. While this new award category will be incorporated in the 2009-10 award competition, we wish to inaugurate this effort by recognizing two participants in the recent Learning Academy class for their project as follows:

- **Robert Maycumber**, Department of Parks and Recreation: Implemented a project to increase the frequency with which the Department took full advantage of all available vendor discounts, including procedures to ensure careful monitoring and assignment of staff to track discount utilization. As a result, the Department was able to increase the percentage of time in which vendor discounts were taken from 55 percent to 97 percent in four weeks.

"To Enrich Lives Through Effective And Caring Service"

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➤ **Elaine Palaiologos**, Public Defender: Led a team to enhance existing case management efforts for employees on leave of absence, with medical restrictions, and/or requesting modified work assignments, to reduce the amount of time on leave and increase availability to return to work. Through better management of claims, the Department has been able to significantly improve staff availability:

- The number of attorneys with restrictions, modified work assignments, or on leaves of absence was reduced by 33 percent.
- The number of attorneys who still had some sort of medical restriction, but who had been "cleared" for trials increased by over 200 percent (original restriction(s) included a "non-trial assignment").
- The number of support staff with restrictions, modified work assignments, or on leaves of absence was reduced by 25 percent.

As part of this recognition, Mr. Maycumber and Ms. Palaiologos will be treated to "Lunch with the CEO."

Please watch for details concerning this new award category when PQA application materials are issued next year. Thank you for your continued support of our process and service improvement efforts.

WTF:ES
MKZ:pg

c: Each Supervisor
Administrative Deputies
Quality and Productivity Commission